



The Honorable Mahlon (Sandy) Apgar, IV **Principal of Apgar and Company**

Sandy Apgar is a real estate advisor to senior business and government leaders. As founder of Apgar & Company, and a partner of McKinsey and Company and the Boston Consulting Group (BCG), he has served over 150 corporate, government and non-profit organizations on some 500 real estate-related strategic, operations, and systems projects in the US and abroad.

Mr. Apgar was appointed by President Clinton as Assistant Secretary of the Army for Installations and Environment, with global responsibility for the Army's infrastructure, housing and real estate, base closures and realignments, environmental compliance, and energy management. He led the conceptualization, design and launch of the Army's public-private partnerships for military housing, now the largest such program in the federal government; and negotiations between the Army and the National Trust for Historic Preservation to restructure and streamline the management and disposition of over 70,000 military historic properties. During the Cold War, he served as a military intelligence officer on the East-West German frontier.

He is a Senior Adviser at the Center for Strategic and International Studies (CSIS), and a member of the Defense Business Board, the Business Executives for National Security Advisory Board, the Urban Land Institute's Public Development and Infrastructure Council, and the *Real Estate Issues* Editorial Board. He is also a ULI Trustee, a Fellow of the Royal Institution of Chartered Surveyors and the Institute of Directors, and a Life Fellow of the Royal Society of Arts.

Mr. Apgar has authored numerous publications, including an award-winning series on real estate in the *Harvard Business Review*; and has held teaching and research appointments at Harvard, Oxford, Princeton, and Yale. He was awarded a US patent for a corporate real estate evaluation system.

He received a BA from Dartmouth, as a Rufus Choate Scholar and a Distinguished Military Graduate; and an MBA from Harvard, as a National Fellow and Executive Editor of *The MBA*.